

DECEMBER 2020

WORKLOAD-BASED STAFFING ASSESSMENT



**CITY OF GAHANNA
DIVISION OF POLICE**



JEFFREY B. SPENCE, CHIEF OF POLICE

TABLE OF CONTENTS

Introduction.....	3
Limitations.....	4
Calls-for-Service (CFS).....	5-6
Time Spent on CFS	7
Shift Relief Factor.....	8-9
Performance Objective.....	10-12
Summary	13
Recommendations	14
Reference	14
Appendix Item A - Novak Report Registry.....	15
Appendix Item B - Officer Time Spent on CFS (2017-2020)	16
Appendix Item C - CFS vs. other CAD calls Sept. 2017- Aug. 2018.....	16
Appendix Item D - CFS vs. other CAD calls Sept. 2018 - Aug. 2019	17
Appendix Item E - CFS vs. other CAD calls Sept. 2019 - Aug. 2020	17





This workload-based staffing assessment was completed to provide staffing estimates for the Gahanna Division of Police Field Services Subdivision (Patrol). The assessment is based on the concept that officers spend a measurable portion of their time handling citizen generated Calls-for-Service (CFS). Citizen generated CFS are the metric used in this report for measuring workload. This assessment will measure current workload levels based on historical reference for the most recent 36-month period. It will also project future staffing needs to address these workload trends by relying on historical data as a key indicator of future needs.

The workload-based CFS assessment approach used by the Division of Police is used as outlined by Wilson and Weiss (2012) for the following reasons:

- The process is an objective, straightforward approach that incorporates the best practices of policing advisory bodies and academia.

- The process is endorsed by the Ohio Association of Chiefs of Police (OACP).
- This approach includes obtaining feedback and making adjustments to the Division's robust community-oriented goals and objectives accordingly.

This workload-based approach has six steps in the process of determining and producing a workload-based assessment which includes:

1. Examining the distribution of CFS by shift and month.
2. Examining the nature of the calls.
3. Estimating the time consumed on CFS.
4. Calculating the Division's Relief Factor.
5. Establishing the Division's performance objective.
6. Providing Division staffing estimates.

LIMITATIONS AND METHODOLOGY

The decision to utilize a September to August annual data review period was based on two important management objectives:

1. Agency administrators can annually review the workload assessment that captures the past 36 months of data, including the most recent nine months. Making allocation changes to shifts and/or daily staffing levels must be completed prior to the annual personnel shift bidding process for the following year (by October 1st a collective bargaining agreement contractual obligation).
2. Agency administrators can review the workload assessment prior to preparing for the annual budget preparation process. Any additional patrol personnel requests would be based on a current quantitative workload assessment.

This report is updated annually in September as part of an ongoing workload assessment process. This process aids in improving overall organizational efficiencies, and helps us forecast our staffing needs.

In May 2018, The Novak Consulting Group issued a Police Organizational Report for the Gahanna Division of Police which included a registry of 29 recommendations to improve effectiveness and efficiency. This workload-based staffing assessment meets the criteria for recommendation #23 which states, “Monitor identifiable and anticipated needs and incorporate their impact into planning for future hiring.” This assessment will provide workload data for police managers to review when reviewing annual budget requests.

Within the Gahanna Division of Police, this staffing model is significantly influenced by supervisors, and to a much lesser extent, non-patrol personnel addressing CFS (who otherwise aren’t included in CFS data). The Division has a School Resource Officer (SRO) component of three officers not included in this report. The SRO unit addresses the needs and CFS for approximately 2,500 students, teachers and staff of the Gahanna Lincoln High School, responds to other schools within Gahanna, crimes in-progress, emergency situations and other call demands.



Sergeants assigned to patrol shifts within the Gahanna Division of Police are considered part of minimum staffing levels and routinely respond to and address, routine CFS. This dynamic is examined in this assessment as it artificially reduces officer staffing requirements and the performance objective factor. The Division infrequently uses reserve and part-time officers to address CFS, however non-sworn staff are excluded from covering CFS.

CALLS-FOR-SERVICE

Calls-for-service (CFS) data is derived from the Division's Computer Aided Dispatch (CAD) system. The agency defines a CFS as a "public initiated" event and includes CAD entries coded as received by telephone (non-emergency lines), 9-1-1, or walk-in. Other CAD entries include those calls that are officer-initiated or administrative and are usually received via in-car Mobile Data Computers (mobile), dispatch, on-view, or radio.

In the most recent period examined (2019-2020), there were 23,226 CAD entries of which 12,080 were classified as a CFS request initiated by telephone, 9-1-1, or walk-in. CFS volume has remained relatively stable over the past 36 month period, varying less than 5.5% per year. CFS entries are entirely public-generated calls and the numbers are not affected by staffing. There are no other mechanisms in place to defer calls or intermediary service providers for these CFS.

TABLE 1 - CAD ENTRIES BY YEAR AND SHIFT

TYPE OF CAD ENTRY	SHIFT	2017-18	2018-19	2019-20
Calls-for-Service (CFS) (telephone, 9-1-1, walk-in)	0600-1359	4,692	4,572	4,358
	1400-2159	6,158	6,003	5,673
	2200-0559	2,357	2,163	2,049
	SUBTOTAL	13,207	12,738	12,080
Other CAD Entries (mobile, dispatch, on-view, radio)	0600-1359	5,720	5,565	3,706
	1400-2159	6,289	6,434	5,129
	2200-0559	4,126	3,151	2,311
	SUBTOTAL	16,135	15,150	11,146
TOTAL		29,342	27,888	23,226

Both CFS and Other CAD entries have been adversely affected in 2020 as the Division began deferring some calls and police activities due to COVID-19. A two-week statewide closure and stay at home order for non-essential businesses, courts, and schools also affected Division activities. Some of the changes implemented during the closure included deferring calls for non-injury crashes, taking reports online or over the phone, and reduced enforcement activity due to the closure of local courts. After the two-week closure, diminished

activity continued due to reduced business hours, ongoing closures, less traffic and more people at home. Other CAD entries are self-initiated and may be affected by other factors including; staffing, organizational objectives, health safety restrictions and guidelines to reduce exposure for the public and staff and the agency Relief Factor (RF). Most of the Division's organizational goals and objectives that include measured activities to meet community expectations would fall under the category of 'Other' CAD entries.

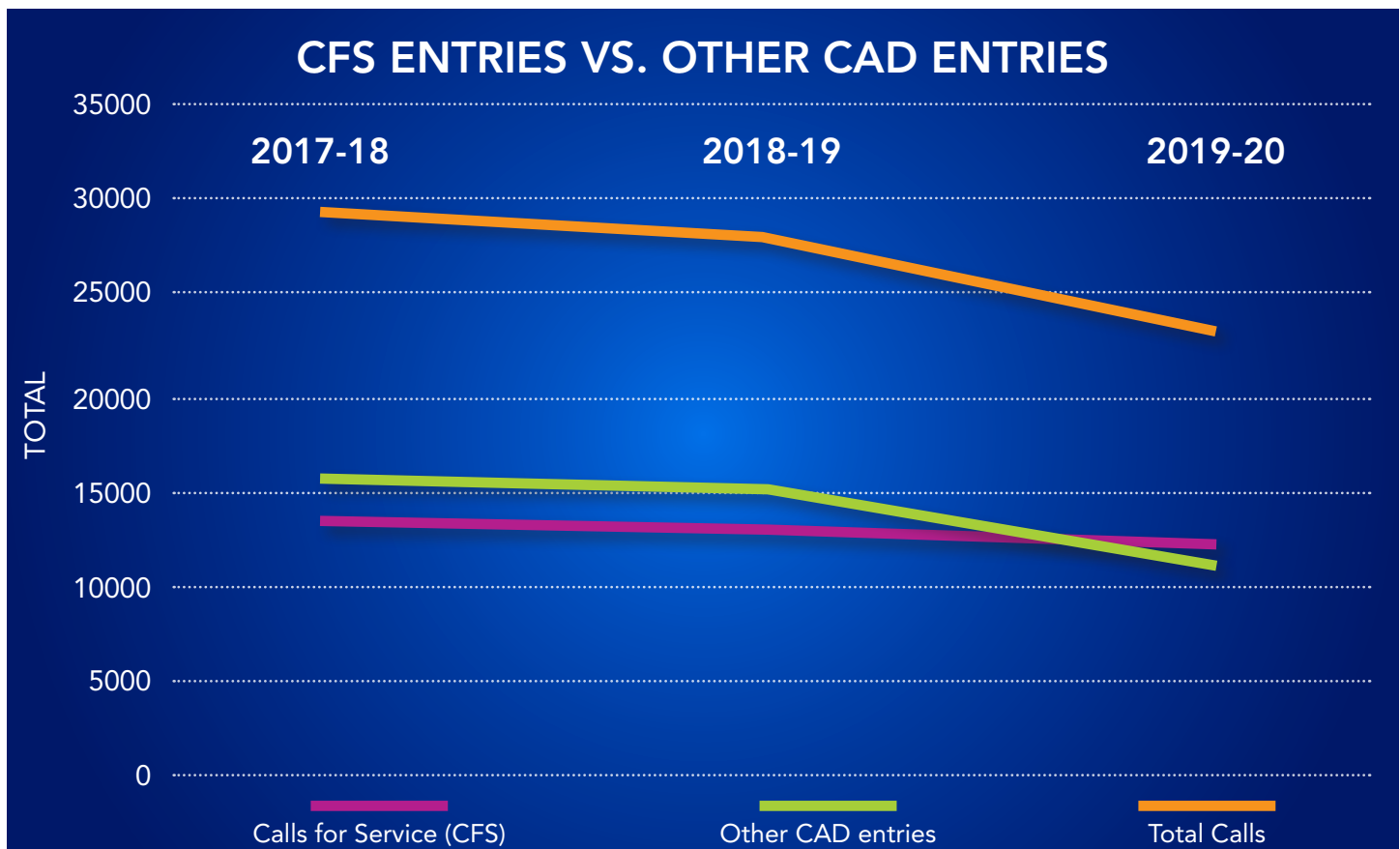
CALLS-FOR-SERVICE

An inverse relationship between public-initiated CFS and Other CAD entries may exist in some data sets. For instance, as CFS entries decrease or increase there is more, or less, time for officer-initiated activity or Other CAD entries. There is no inverse relationship in the CFS and Other CAD entry data sets for Gahanna. In comparing the three 12-month periods between 2017-2020, both public generated CFS entries and other self-initiated CAD entries have remained relatively stable. In 2020, we experienced a 17% drop due to COVID-19 health and safety restrictions that prevented us from completing many of our goals and objectives that included public contact. These data sets provide police leadership the opportunity to anticipate needs and provides some measure of confidence that staffing will be adequate and appropriate.

Mitigating factors in this analysis include:

- This year CFS have been adversely affected by COVID-19 with some CFS deferred, including non-injury crashes and minor reports referred to phone or online filing.
- This year “other” CAD entries, including those that are generated to meet goals, objectives, and community expectations, were also curtailed due to COVID-19 restrictions. These include our public outreach and direct contact opportunities.
- Consistently, the Division has experienced a Relief Factor (RF), at or near 2.0. In 2020, officers on restricted duty were properly tracked as their status is important to accurately representing available personnel and the RF.

TABLE 2 - CFS ENTRIES VS. OTHER CAD ENTRIES



TIME CONSUMED ON CALLS-FOR-SERVICE

Time consumed on CFS relates to the public-generated CFS only and demonstrates how many hours Gahanna officers spent on these calls. The earliest dispatched date and time entered in CAD for a call was used

as the start time for a call. The date and time the officer cleared a call was used as the end time of the call and the interval between the two times is used as the total time of the call.

TABLE 3 - TIME ON CALLS-FOR-SERVICE

September 2017 - August 2018 (Hours)

SHIFT	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL
First	222	201	179	266	240	156	188	235	201	261	271	242	2,662
Second	324	264	338	327	412	351	518	278	366	323	343	388	4,232
Third	859	949	750	513	539	521	786	555	754	810	779	919	8,733
TOTAL	1,405	1,413	1,267	1,106	1,191	1,028	1,492	1,068	1,321	1,394	1,393	1,549	15,627

TABLE 4 - TIME ON CALLS-FOR-SERVICE

September 2018 - August 2019 (Hours)

SHIFT	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL
First	238	202	216	240	167	193	194	222	170	218	238	257	2,555
Second	604	338	347	325	384	315	342	394	372	423	445	398	4,687
Third	1,192	575	869	277	439	735	636	480	764	1,136	815	875	8,788
TOTAL	2,034	1,115	1,432	837	990	1,243	1,172	1,096	1,306	1,777	1,498	1,530	16,030

TABLE 5 - TIME ON CALLS-FOR-SERVICE

September 2019 - August 2020 (Hours)

SHIFT	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL
First	242	262	249	240	245	183	178	142	210	171	221	208	2,553
Second	409	475	421	299	548	298	435	251	255	283	402	342	4,419
Third	1,364	705	773	931	844	763	736	587	564	466	734	839	9,305
TOTAL	2,015	1,442	1,443	1,470	1,637	1,244	1,349	980	1,029	920	1,357	1,389	16,277

The time consumed on calls reflected in Tables 3-5 includes sergeants on all calls classified as a CFS. Historically, sergeants in the Division are included in the minimum shift staffing levels and respond to routine

CFS. Current deployment of shift sergeants includes responding to everyday and routine CFS as a necessary determined use of their time.

SHIFT RELIEF FACTOR



The Shift Relief Factor (RF) demonstrates the relationship between the maximum number of days that a Gahanna patrol officer could work and the number of days they actually work. This will establish the average number of officers required to staff one 8-hour shift position per day, 365 days a year. Table 6 illustrates the total time off per category for every officer in the Field Services Subdivision (excluding sergeants) working a patrol assignment during each of the past three years.

The shift relief factor is a ratio of the total number of hours a patrol officer could work in a year if he or she worked every day (numerator) to the actual hours the officer works on patrol in the same year (denominator).

The actual hours worked (denominator) is calculated by adding the total number of hours a patrol officer could work in a year if he or she worked every day (8 hour shift x 365 days = 2,920 hours), then subtracting all of the time the officer took off for vacation, sick leave, comp time, holiday, and regular days off (two days per week) and the days not working patrol such as training, military leave, jury duty, light duty, and injury leave.

Partial year adjustments are made when a patrol officer does not work all twelve months of a year. The total number of hours he or she could have worked is adjusted proportionally.

Example: An officer worked only five months of the year:

$$[8 \text{ hours} \times 30.1 \text{ days per month} \times 5 \text{ months}] = 1,204 \text{ hours}$$

The number 1,204 hours is used as the total potential number of hours of work in lieu of 2,920 hours – the value used for the entire year. The total number of regular days off is adjusted in a similar proportional manner.

The Gahanna Division of Police facilitates an annual shift bid that occurs in October of each year for the pending year's staffing assignments. To permit timely administrative adjustments to shift schedules and staffing prior to the shift bid, the data collection period occurs from September of the previous year to August of the current year. This permits consideration of the most recent 36 months of data prior to making any workload-based adjustments to shift scheduling.

SHIFT RELIEF FACTOR

TABLE 6 - TOTAL TIME OFF BY CATEGORY AND AVERAGE RELIEF FACTOR

Category	2017-2018	2018-2019	2019-2020
Number of Officers (n)	31	32	33
Regular Days Off	25,792	26,624	27,392
Comp Time Used	7,034	6,960	3,672
Vacation	5,051	5,765	4,561
Holiday Leave*	293	680	2,149
Personal Emergency Leave*	0	0	124
Sick Leave	2,599	2,868	4,182
Emergency Personal Sick Leave**	0	0	686
Funeral	40	56	40
Training	2,421	2,637	2,108
Military Leave	0	184	592
Restricted Duty	0	0	1,467
Jury Duty	0	184	0
Injury Leave	1,994	1,151	2,975
Leave without Pay	24	200	510
TOTAL HOURS	45,347	47,260	51,457
Average Relief Factor	2.00	1.98	1.87

ELEMENTS AFFECTING THE RELIEF FACTOR:

- The average relief factor is based on the actual time off used in the indicated years from September to August by patrol officers.
- Holiday Leave and Personal Emergency Leave* are additional categories of leave defined in the collective bargaining agreement. It should be noted that this type of leave is not an additional benefit, but rather a conversion of existing types of leave already accrued.
- FMLA may be included in Sick Time, Vacation, Personal Leave, Compensatory Time or Leave without Pay as determined by the officers' application of available time banks to this leave period.
- Leave without pay may include active military duty or injury leave, after obligated paid status days have been exceeded.
- Officer in Charge (OIC) time is not included in the calculation as officers still respond to CFS while performing this function. Long-term injuries are trending as a major influencer in the Relief Factor.
- Emergency Personal Sick Leave (EPSL)** was extended to Division members by City directive following the passage of the Families First Coronavirus Response Act (FFCRA) COVID in response to quarantines, loss of childcare and other pandemic-related leave use. The EPSL provisions will expire on March 31, 2021.

THE PERFORMANCE OBJECTIVE

The “Performance Objective”, as applied to this assessment, is represented as the desired percentage of time a Gahanna officer should be devoted to CFS. This workload-based assessment will measure the current and past trends for an officer’s time available for CFS generated by the public. It will also identify where Gahanna’s Performance Objective falls in the range of a performance objective as determined by actual CFS, time on calls, relief factors and available staffing.

There is no required minimum standard performance objective level for policing services. The ranges for a performance objective can vary from 33 percent to 50 percent based on several best practice models and guidelines. The International Association of Chiefs of Police (IACP) has suggested a performance objective of 33 percent ideally. For the past three years, as the Division has lost personnel to attrition, they have moved from an ideal 33 percent

to a 36 percent performance objective.

The performance objective is time dedicated to CFS represented as a percentage of an officer’s time spent dealing with calls generated by the public. This is time the Division is purely in a reactive response to community needs. Two important points Police and City leaders should consider is what percentage of an officer’s daily duties should be spent on purely reactive CFS, and how much time should be reserved for more proactive patrol activities.

The inverse percentage of the performance objective represents the remaining time a Gahanna officer has available for proactive policing/self-initiated activity such as foot patrols, bike patrols, hazardous crash location monitoring, presence in high crime areas, impaired driving and general traffic enforcement, community engagement activities, proactive policing and presence in neighborhood patrols. Some of these activities are captured in the “other” CAD

entries as a way of measuring Division and community goals and objectives related to community engagement, crime and traffic crash reduction efforts. Others are administrative, such as required training or simply providing a proactive policing presence.

This step in the assessment process permits the Division to determine, based on community expectations and city leadership, what success looks like as a desired performance objective. By determining a performance objective factor, the Division can also target how much of an officer’s day may be allocated for other proactive and measured activities. Some of those measured activities include management philosophies, community expectations, or other activities as guided by the City’s elected policymakers.



THE PERFORMANCE OBJECTIVE

TABLE 7 - PERFORMANCE STANDARD STAFFING 2017-18

Shift	CFS	Hrs. on CFS	Unit (Hrs./2920)	RF	Product of Units and RF	50% Objective	33% Objective
First	4,692	2,662	0.9116	2.00	1.8233	3.6466	5.5251
Second	6,158	4,232	1.4493	2.00	2.8986	5.7973	8.7837
Third	2,357	8,733	2.9908	2.00	5.9815	11.9630	18.1258
Total	13,207	15,627			Officers to Meet Objectives	22	34

TABLE 8 - PERFORMANCE STANDARD STAFFING 2018-19

Shift	CFS	Hrs. on CFS	Unit (Hrs./2920)	RF	Product of Units and RF	50% Objective	33% Objective
First	4,572	2,555	0.8750	1.98	1.7325	3.4650	5.2500
Second	6,003	4,758	1.6051	1.98	3.1782	6.3563	9.6308
Third	2,163	8,907	3.0096	1.98	5.9590	11.9180	18.0575
Total	12,738	16,030			Officers to Meet Objectives	23	35

TABLE 9 - PERFORMANCE STANDARD STAFFING 2019-20

Shift	CFS	Hrs. on CFS	Unit (Hrs./2920)	RF	Product of Units and RF	50% Objective	33% Objective
First	4,358	2,555	0.8750	1.87	1.6363	3.2725	4.9583
Second	5,673	4,419	1.5134	1.87	2.8300	5.6600	8.5757
Third	2,049	9,305	3.1866	1.87	5.9590	11.9180	18.0576
Total	12,080	15,794			Officers to Meet Objectives	22	33

The tables above indicate the formula used to determine the number of officers necessary to meet the 50% and 33% performance objectives.

- Column 1 identifies the shift.
- Column 2 is the total annual calls-for-service (CFS) for that shift.
- Column 3 represents the hours necessary to complete those CFS.
- Column 4 indicates the number of personnel units based on an eight (8) hour shift, 365 days a year that would be necessary to complete the hours of work indicated.
- Column 5 is the relief factor necessary for staffing that one position accounting for all leaves and absences.
- Column 6 is the product of the personnel work units and the relief factor (RF) expressed as personnel work units that include relief unit time.
- Column 7 and 8 express the number of officers necessary to staff the shifts with the 50% and 33% performance objectives. Whole units are used to total the number of officers needed as fractional units cannot be assigned.

THE PERFORMANCE OBJECTIVE

The Division of Police has operated with actual patrol staffing represented below (Table 10) for the respective assessment periods. Based on the performance standard staffing (Table 7), assessment and the performance objective levels the Division of Police in 2017-18 should have been staffed with 34 officers to meet the desired 33% objective. The Division was staffed with 31 officers in 2017-18 and when applying the known RF factor and hours worked the actual performance factor was approximately 36%.

In 2018-19, the Division of Police had a staffing level of 32 officers during the period which represents an actual performance objective of 35%. In 2018-19, the number of CFS decreased (Table 9), but the number of hours spent by officers on the corresponding calls increased. During this past year that trend repeated as there was a decrease in total CFS (Table 8); however, there was an increase in the total number of hours necessary to address call demand.

TABLE 10 - PERFORMANCE STANDARD STAFFING

Performance Factors	2017-2018	2018-2019	2019-2020
Calls-for-Service (CFS)	13,207	12,738	11,146
Other CAD entries	16,135	15,150	12,080
Total CFS and Other CAD entries	29,342	27,888	23,226
CFS as a Percentage of all CAD entries	53.26%	57.48%	47.98%
Personnel Hours on Calls-for-service	15,627	16,030	16,277
Average Relief Factor	2.0	1.98	1.87
33% Performance Objective Level (Officers needed to meet objective)	34	35	33
50% Performance Objective Level (Officers needed to meet objective)	22	23	22
Actual Staffing Level 9/1 of each year	31	32	33
Performance Objective Level on 9/1 of each year	36%	35%	33%

SUMMARY

The Division has addressed all CFS effectively and efficiently over the past 36-month period with available staffing levels at often near ideal performance objective levels. The Division has shifted attention from reactionary policing to proactive policing that includes goals and objectives that are measured. These are proactive services and require time not dedicated to CFS to perform. Some of these programs are critical to the delivery of quality-of-life services geared toward traditional community-oriented policing efforts. Such efforts include community engagements, public meetings, special events, self-defense/active shooter classes, bike patrol, foot patrol, crime prevention, house checks, traffic and impaired driving enforcement, traffic surveys, neighborhood patrols and many other activities that are not a reactive response to a call for law enforcement services from the public. Many of these programs were deferred in 2020 due to pandemic-related restrictions.

The Chief of Police has directed the Division's focus to address the many burgeoning community needs related to individuals and their family members

suffering from the effects of mental illness and addiction. Conducting proper follow-up, looking beyond the initial reported incident, connecting victims, family members and caretakers with resources, and engaging in holistic problem solving is critical, but takes time, training and personnel resources.

The desired performance objective of 33% was realized this past year largely due to artificially reduced CFS totals due to pandemic conditions in the community. The time allocated to CFS did not go down. With a work group of 30 officers, this is a small group dynamic, where one officer represents almost 3% of available staffing. When the performance standard objective rose to 36% in 2017-2018, the Division, ideally, would have had 34 patrol officers, however actual staffing was 31 patrol officers. In 2018-2019, the ideal performance standard of 33% would have required 35 officers, but actual staffing was 32 officers. This dynamic of maintaining operations at less than ideal staffing has resulted in a secondary issue of sergeants becoming part of minimum staffing levels.

Shift sergeants are currently assigned routine CFS as a necessary use of their time. Over the past several years through attrition, the practice of the shift sergeant "helping out" during busy times has devolved into sergeants becoming more and more heavily involved in everyday and routine shift work, most notably on 3rd Shift (10p-6a). There are CFS that most law enforcement executives and risk managers recognize that it is preferred or required for a sergeant to respond to such as critical scenes, incidents involving injury, uses-of-force, pursuits, citizen complaints and many other similar calls. This ability to be available may be delayed or curtailed if the shift sergeant is otherwise engaged in routine patrol duties.



RECOMMENDATIONS

It is recommended that the Gahanna Division of Police formally subscribe to a performance standard that permits patrol officers to perform their duties, meet community expectations, establish community-oriented policing initiatives, management goals and objectives. The Division is an agency driven by robust goals and objectives that are comprised of five strategic goals and 27 different objectives. These objectives are all proactive, community focused, prevention-oriented or in furtherance of professional standards to meet community expectations.

1. Subscribe to the ideal performance objective of 33%.

Most medium and larger sized agencies do not use shift sergeants as deployable units for routine CFS, which provides the sergeant the freedom to perform the desired functions of a manager exercising proper supervision over the shift's operations. As previously mentioned, the Novak Consulting Group's Police Organizational Report for the Gahanna Division of Police included a registry of 29 recommendations to improve effectiveness and efficiency. Recommendation #2 in the Novak Consulting Group Report (Appendix Item 1) includes the recommendation to exclude sergeants from shift minimum staffing targets.

REFERENCES

O'Dell, Peyton (2020) Management Analyst, Time and Attendance Reports as generated November 2020, Gahanna Division of Police.

Roush, Lyndsey (2020) Crime Analyst, CAD and Power BI Reports as generated November 2020, Gahanna Division of Police.

Wilson, J. & Weiss, A. (2012). A performance-based approach to police staffing and allocation. Office of Community Oriented Policing Services (COPS), U.S. Department of Justice. Michigan State University, School of Criminal Justice.



Gahanna police sergeants are the first-line risk managers for the Division in a profession that provides some of the most critical and potentially litigious services to the community. Police sergeants should be free to provide supervision to the entire shift which is difficult when they are tasked with routine duties that prevent unrestricted oversight.

2. Increase or maintain patrol staffing levels to meet the ideal performance objective of 33% to provide staffing necessary to address routine CFS without the sergeants.

FUTURE ASSESSMENT CONSIDERATIONS

Response time measurements may be included in future assessments. Response times are a performance measure of staffing that is an essential indicator of how well we are meeting the needs of the community and their expectations in time of need.

APPENDIX A - NOVAK REPORT REGISTRY

TABLE 1: SUMMARY OF RECOMMENDATIONS

#	PATROL STAFFING, SCHEDULING, AND OPERATIONS RECOMMENDATIONS
1	Adjust minimum staffing levels to increase daytime proactive policing capacity.
2	Exclude Sergeants from shift minimum staffing targets.
3	Implement a data-driven, intelligence-led proactive policing strategy.
4	Pursue accreditation of the Division.
5	Track ongoing community relations efforts and diversity training.
#	INVESTIGATIVE STAFFING AND OPERATIONS RECOMMENDATIONS
6	Expedite closing of cases deemed non-amenable to investigation.
7	Expand participation of patrol officers in investigations.
8	Enhance data collection regarding Detective Bureau workload indicators.
9	Establish standards for timeliness of investigations.
10	Assign one additional Detective to narcotics investigations.
11	Retain the Flex Schedule for Detective personnel.
12	Retain the position of Court Liaison.
#	ADMINISTRATIVE BUREAU STAFFING RECOMMENDATIONS
13	Assign the Records Clerk to the Administrative Bureau.
14	Assign the Crime Analyst to the Office of the Chief of Police under supervision of the Administrative Operations Manager and the Deputy Chief.
15	Expand cross-training of non-sworn staff.
#	MANAGEMENT AND ADMINISTRATION -RECOMMENDATIONS
16	Eliminate or reduce gaps in patrol supervision.
17	Define role and duties of the Management Analyst.
18	Ensure completion of annual performance evaluations.
19	Implement a formal Division recognition program.
20	Conduct a facility and space needs assessment of Police Headquarters.
21	Revise procedures for use of compensatory time.
22	Conduct periodic refresher training regarding statutes and policies on nepotism.
23	Monitor identifiable and anticipated needs and incorporate their impact into planning for future hiring.
24	Retain current assignments of non-patrol Sergeants; periodically review functions to ensure equitable distribution of duties and to enhance efficiency.
25	Clearly establish the Division's Chain of Command.
#	TECHNOLOGY ISSUES RECOMMENDATIONS
26	Upgrade the payroll processing system.
27	Enhance training for officers in the Division's computer systems.
#	9-1-1 COMMUNICATIONS CENTER OPERATIONS RECOMMENDATIONS
28	Create a cadre of part-time and/or on-call Dispatchers to fill vacant positions and assist with leave coverage; explore load shifting and work sharing opportunities with other agencies.
29	Install an automated telephone information system ("phone tree").

APPENDIX B - OFFICER TIME SPENT ON CFS (2017-2020)

SEPTEMBER 2017 - AUGUST 2018

Time on Calls-For-Service

(hh:mm)	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
06:00-13:59	213:26	190:33	170:16	258:05	220:51	141:59	174:33	220:46	190:14	241:08	247:34	233:33	2502:58	208:34
14:00-21:59	322:21	246:37	321:41	303:59	389:32	332:12	495:25	257:10	352:39	305:22	339:38	374:11	4040:47	336:43
22:00-05:59	726:50	816:44	696:20	503:02	475:36	461:15	704:33	545:25	645:11	695:41	706:04	908:01	7884:42	657:03
Total	1262:37	1253:54	1188:17	1065:06	1085:59	935:26	1374:31	1023:21	1188:04	1242:11	1293:16	1515:45	14428:27	1202:22

SEPTEMBER 2018 - AUGUST 2019

Time on Calls-For-Service

(hh:mm)	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
06:00-13:59	221:56	188:12	205:52	228:55	153:07	181:28	185:54	204:52	162:09	203:04	221:01	236:22	2392:52	199:24
14:00-21:59	589:46	321:03	328:13	310:43	371:16	307:49	339:36	373:23	370:32	411:11	424:38	390:16	4538:26	378:12
22:00-05:59	1114:29	567:16	762:38	266:13	431:03	676:43	622:40	460:42	754:28	1076:43	752:43	873:52	8359:30	696:37
Total	1926:11	1076:31	1296:43	805:51	955:26	1166:00	1148:10	1038:57	1287:09	1690:58	1398:22	1500:30	15290:48	1274:14

SEPTEMBER 2019 - AUGUST 2020

Time on Calls-For-Service

(hh:mm)	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
06:00-13:59	242:05	261:54	249:29	240:54	244:59	183:03	178:26	141:40	210:13	170:54	221:08	207:51	2552:36	212:43
14:00-21:59	409:12	475:24	421:04	299:10	548:00	298:30	435:13	250:50	255:06	283:24	401:58	342:01	4419:52	368:19
22:00-05:59	1364:10	705:19	772:35	931:18	844:29	763:11	735:39	586:40	563:40	465:43	733:33	838:56	9305:13	775:26
Total	2015:27	1442:37	1443:08	1471:22	1637:28	1244:44	1349:18	979:10	1028:59	920:01	1356:39	1388:48	16277:41	1356:28

APPENDIX C - CALLS-FOR-SERVICE (CFS) VS. OTHER CAD ENTRIES (2017-18)

SEPTEMBER 1, 2017 - AUGUST 31, 2018

Calls-for-Service (CFS) vs. Other CAD entries

First Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	394	419	348	354	342	321	378	403	429	428	442	434	4,692	391
Other Entries	544	536	537	317	363	373	541	424	664	434	472	515	5,720	477
Total	938	955	885	671	705	694	919	827	1093	862	914	949	10,412	868

Second Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	564	511	497	468	501	385	487	488	608	537	557	555	6,158	513
Other Entries	493	574	506	359	514	518	588	499	653	516	490	579	6,289	524
Total	1,057	1,085	1,003	827	1,015	903	1,075	987	1,261	1,053	1,047	1,134	12,447	1,037

Third Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	220	194	172	159	178	164	167	146	225	252	270	210	2,357	196
Other Entries	370	368	281	293	299	274	356	291	425	434	365	370	4,126	344
Total	590	562	453	452	477	438	523	437	650	686	635	580	6,483	540

All Shifts	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	1,178	1,124	1,017	981	1,021	870	1,032	1,037	1,262	1,217	1,269	1,199	13,207	1,101
Other Entries	1,407	1,478	1,324	969	1,176	1,165	1,485	1,214	1,742	1,384	1,327	1,464	16,135	1,345
Combined	2,585	2,602	2,341	1,950	2,197	2,035	2,517	2,251	3,004	2,601	2,596	2,663	29,342	2,445

APPENDIX D - CALLS-FOR-SERVICE (CFS) VS. OTHER CAD ENTRIES (2018-19)

SEPTEMBER 1, 2018 - AUGUST 31, 2019

Calls-for-Service (CFS) vs. Other CAD entries

First Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	407	385	397	382	307	330	298	386	374	450	440	416	4,572	381
Other Entries	508	484	401	405	449	458	527	424	494	362	511	542	5,565	464
Total	915	869	798	787	756	788	825	810	868	812	951	958	10,137	845

Second Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	526	531	487	446	427	459	423	499	569	530	542	564	6,003	500
Other Entries	445	512	593	555	763	564	666	471	509	464	382	510	6,434	536
Total	971	1,043	1,080	1,001	1,190	1,023	1,089	970	1,078	994	924	1,074	12,437	1,036

Third Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	194	177	205	157	165	169	157	154	180	191	197	217	2,163	180
Other Entries	306	288	259	288	219	200	314	288	308	168	253	260	3,151	263
Total	500	465	464	445	384	369	471	442	488	359	450	477	5,314	443

All Shifts	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	1,127	1,093	1,089	985	899	958	878	1,039	1,123	1,171	1,179	1,197	12,738	1,062
Other Entries	1,259	1,284	1,253	1,248	1,431	1,222	1,507	1,183	1,311	994	1,146	1,312	15,150	1,263
Combined	2,386	2,377	2,342	2,233	2,330	2,180	2,385	2,222	2,434	2,165	2,325	2,509	27,888	2,324

APPENDIX E - CALLS-FOR-SERVICE (CFS) VS. OTHER CAD ENTRIES (2019-20)

SEPTEMBER 1, 2019 - AUGUST 31, 2020

Calls-for-Service (CFS) vs. Other CAD entries

First Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	415	458	391	406	386	327	336	254	359	337	332	357	4,358	363
Other Entries	429	461	374	319	288	375	255	153	137	227	302	386	3,706	309
Total	844	919	765	725	674	702	591	407	496	564	634	743	8,064	672

Second Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	597	599	478	475	469	437	457	354	433	457	443	474	5,673	473
Other Entries	415	492	487	456	527	562	432	235	386	230	468	439	5,129	427
Total	1,012	1,091	965	931	996	999	889	589	819	687	911	913	10,802	900

Third Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	190	171	141	206	159	145	153	125	181	180	219	179	2,049	171
Other Entries	250	201	238	146	236	262	204	77	152	162	205	178	2,311	193
Total	440	372	379	352	395	407	357	202	333	342	424	357	4,360	363

All Shifts	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	1,202	1,228	1,010	1,087	1,014	909	946	733	973	974	994	1,010	12,080	1,007
Other Entries	1,094	1,154	1,099	921	1,051	1,199	891	465	675	619	975	1,003	11,146	929
Combined	2,296	2,382	2,109	2,008	2,065	2,108	1,837	1,198	1,648	1,593	1,969	2,013	23,226	1,936

